

SECRET

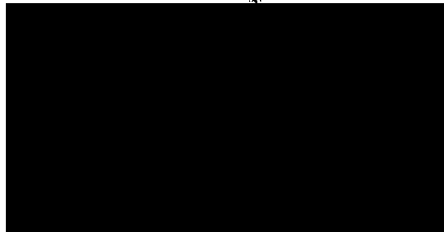
14 January 1955

MEMORANDUM FOR: Chairman, Incentive Awards Committee

SUBJECT: Minutes of Sixth CIA Incentive Awards Committee Meeting

1. The Agency Incentive Awards Committee met on Monday, 10 January at 2 P.M. in Room 223, Curie Hall with the Chairman presiding and the following members present:

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DD/A  
DD/P  
Communications  
Management Staff, alternate for  
Training  
DD/I

25X1A

2. The Committee approved the adoption of the suggestions listed below and recommended awards in the amounts shown.

<u>Suggestion Number</u>	<u>Amount of Award</u>
315	\$ 60.00
334	25.00
690 No cash. Commendatory letter.	
703	35.00
838	15.00
839	20.00
858 No cash. Commendatory letter.	
962 (Joint Suggestion)	250.00 to each of 2 suggesters
987	20.00
1019	20.00
1050	35.00
1077	10.00
1130	20.00
1154	10.00
1233	15.00
1265	20.00
1286	10.00
1296	15.00
1324	15.00
TOTAL	\$845.00

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3. The Committee considered the following suggestions and advised the Executive Secretary to take action as indicated below.

- 301     Defer action pending revision of Personnel Qualification Questionnaire and Personal History Statement by OP.
- 788     Defer action pending determination of dollar savings involved. Refer back to LO for cost analysis.
- 1047    Withdrawn at request of DD/I representative. Action deferred to permit check on whether planned adoption took place as reported by evaluating office.
- 1259    Defer until Credit Union's proposed change of name is finalized.

4. The Committee approved the recommendation of evaluating offices for non-adoption of the following suggestions:

11-W	812
21-W	821
91-A	835
284	889
438	1012
669	1013
671	1015
794	1042
805	1093

5. The Executive Secretary was requested to determine the problems involved in making the monetary awards net of income taxes so that the employee's net amount received would be equal for equal awards regardless of his tax bracket or number of dependents. In order to permit use of a single scale of taxes and payments in computing such awards, the assumption would be made uniformly that all award recipients were single. After checking with the Comptroller and the General Counsel, the findings are to be reported to the Committee.

6. The Committee agreed to invite a representative of the Office of Security to attend one of the future meetings in order to clarify that Office's understanding of the Incentive Awards Program and the evaluation of suggestions concerning security matters.

7. The meeting was adjourned at 3:30 P. M.

  
Executive Secretary

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Approved For Release 2000/06/19 : CIA-RDP80-00832A000100110001-3

*Office Memorandum* • UNITED STATES GOVERNMENT

TO :

DATE: 10 January 1955

FROM :

SUBJECT: Nomination of new Committee Member from OTR

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Our memorandum of 9 December requesting OTR to extend the appointment of [REDACTED] for one year beyond his present tour's expiration date of 17 January 1955 has received no reply to date. In following it up by telephone today, I learned from [REDACTED]

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Executive Officer of OTR, that Col. Baird does not intend to extend [REDACTED] but will nominate as his successor [REDACTED]

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[REDACTED] Chief of the Basic Training Schools. He explained that it was believed that [REDACTED] through his responsibilities for the Management Training courses and supervision of their instructors [REDACTED] could bring useful knowledge to bear as a Committee member and in stimulating emphasis on the IAC and Suggestion System as a management-improvement technique. Although this is not official yet, I thought you might like to know this will probably be [REDACTED] last meeting as a member in case you feel it appropriate to thank him publicly for his assistance to IAC.

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INCENTIVE AWARDS COMMITTEE

Chairman - Mr. Harrison G. Reynolds

25X1A

Member - [REDACTED] ef, Management Staff, has indicated that  
will represent his staff vice [REDACTED]

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Rotating Members:

25X1A

[REDACTED]

4 September 1955  
3 May 1955  
18 January 1956  
3 January 1956  
18 January 1956

25X1A

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Suggestion No. 315

A. Summary of the Suggestion:

The Suggester proposes a reduction in the procurement and distribution of daily and Sunday newspapers. He supplied a listing of the annual cost of newspapers to the FI Division alone in which economies could be effected with the making of a survey to determine proper requirements.

B. Evaluation of Concerned Offices:

The suggestion was initially referred to DD/P (Admin), RI Division and the CIA Librarian for evaluation. The Chief, RI advised the Committee that the suggestion was considered worthy of further investigation and study which would be undertaken by his office.

The CIA Librarian in a memorandum dated 7 October 1954 advised the Committee of the following:

"At the time this suggestion was originally submitted the contract for the procurement of daily newspapers was not drawn to permit a lesser number of papers on Saturday than were required during the rest of the week; however, as a result of following up on this suggestion a new contract was negotiated in August which makes possible a reduction of up to 80 copies of the New York Times for Saturday delivery compared with the number delivered Monday thru Friday.

"Following renegotiation of the contract, the Library has contacted recipients of the New York Times and has succeeded in reducing the Saturday requirements by 80 copies...

"As a further result of the renegotiation of the contract with a definite commitment to subscribe to a minimum specified number of papers a more favorable subscription rate was obtained. Present estimates are that the total newspaper subscription cost will be \$1,130 less in FY 55 than it was in FY 54." (Total newspaper costs for FY 53 were \$23,371.)

The Committee's Secretary in conversation with the Deputy CIA Librarian on 9 December 1954, was informed that the savings mentioned above came about as the result of negotiations without which the new contract may not have resulted.

C. Recommendation:

Based upon the above estimated savings, it is recommended that an award of \$60, in accordance with the Table of Awards, be approved for the suggestion.

OK'd for \$60.00  
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## Employee Suggestion No. 334

A. Summary of the Suggestion:

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The suggester proposes that the [REDACTED] be divided into two sections (political and economic), which would reduce by at least a third the present total bulk of copies produced since very few users are concerned with both types of information. Adoption would provide simplification of the present system.

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B. Evaluation of Concerned Offices:

STATSPEC

STATSPEC

This suggestion was previously submitted and rejected in October 1953. The rejection was based on advice from the Deputy Assistant Director for Operations that division was on a geographical basis, and the [REDACTED] operational experience had indicated that it would be entirely impractical to break down the [REDACTED] both on area and functional lines. Also, it was believed that the proposed special coding would create an unnecessary operational bottleneck.

In July 1954, request for re-evaluation of this suggestion was made to the Assistant Director for Operations, as it had been called to the attention of the Committee that implementation of the suggestion was being undertaken by that Office.

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On 9 August 1954, the Assistant Director for Operations replied to the Committee that "the possibilities of dissemination of economic items on cards were already under informal consideration in [REDACTED] prior to the initial receipt of Employee Suggestion #334, although until recently such action has not been operationally feasible. Problems relating to exploitation of economic information from [REDACTED] were also extensively studied and reviewed by [REDACTED] ORR, in a report to CH/E, ORR, dated 25 November 1953. Among other things, [REDACTED] recommended dissemination of [REDACTED] economic items in teletype copy to ORR for reproduction on 5" x 8" cards. A series of conferences ensued between representatives of OO, ORR, OCD and Printing and Reproduction Division, LO. On 27 May 1954 the AD/RR addressed a formal request to the AD/O for dissemination of [REDACTED] x 8" cards, in lieu of the weekly [REDACTED] publications. Card dissemination of economic items is being initiated on 9 August 1954 in response to the request of the AD/RR. [REDACTED] is not in a position to determine the relationship between paragraph 5 of Employee Suggestion #334 and this action. It is suggested

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Employee Suggestion No. 334 (Page 2)

that this question be referred to ORR."

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STATSPEC  
An additional evaluation from Office of Research and Reports was received which stated that "it should be called to the attention of the Committee that the date of submission of this suggestion is 29 May 1953. This date is six months before the [REDACTED] report mentioned in AD/O's letter. The conclusions reached during the series of conferences leading up to the AD/RR's letter to AD/O of 27 May 1954 are similar to those of the suggestion. While I cannot prove a cause-and-effect relationship between the suggestion and the recently inaugurated distribution of [REDACTED] I can vouch for the necessity for lengthy consideration before the new procedure was approved and instituted; any means, such as the suggestion, of stimulating thought and discussion on the subject must have had a role in bringing about the final adoption of the procedure. I believe that the Committee should consider an award to the suggester."

The Assistant to DD/I (Admin) concurred in the comments of ORR and OO.

C. Recommendation:

In view of the appraisals of this suggestion, it is recommended that the Committee consider an award under Level D of the Scale of Awards for Intangible Benefits.

OK - \$2500

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## Suggestion No. 690

A. Summary of Suggestion

The Suggester proposes replacement of CIA Form No. 38-16A (CIA Document Receipt) with an IBM "card pack."

Present Procedure: An original and two carbon copies of Form No. 38-16A, CIA Document Receipt, are made up. The Original and first carbon are forwarded with the document. The recipient signs and returns the original, retaining the carbon copy for his file. The second carbon copy is retained by the originator against the time the signed copy is returned. When the signed receipt is returned, it is matched against the second carbon. The second carbon is usually destroyed and the original is filed.

Advantages the Would Accrue Through Adoption of Suggestion: The card pack would be prepared in the same manner as the present receipt form. The transmitting office would retain the second carbon copy-- the original and first carbon being forwarded with the document. The recipient would sign and return the original, keeping the first carbon copy for his records. When the signed receipt is returned to the transmitting office, the second carbon copy could be destroyed, and the signed original forwarded to the Machine Methods Division, OCD, where the card would be punched and filed. Additional cards could be automatically punched to permit as many types of files as desired, i.e., by source, by document, by transmitting office, by recipients, etc.

It is believed that more efficient use of the receipt would be accomplished and machine filing and sorting of the receipts would be possible. It would be a saving in the time and efficiency in the preparation of the card pack and the savings would offset the additional cost of the card packs. The main advantage to the Agency would be a flexible and efficient receipt file that could be searched by machine and could produce a mechanized listing and eliminate laborious and tedious hand operations.

B. Evaluation of Concerned Offices:

The Chief, Records Management Division, MS, has advised the Committee in his evaluation "that it does not appear that many offices other than OCD have a need to use the document receipt for statistical purposes. Therefore, the only advantage in revising Form No. 38-16A into a card pack would be to provide for machine filing of daily accretions.

The use of interleaved carbon in multiple copy forms is usually considered a timesaver especially in production operations; however, we find that the Printing and Reproduction Division of the Logistics Office is the biggest single user of Form No. 38-16A and they reprint the information entered by the office of origin. The preprinting eliminates the need for an interleaved carbon form for about half of the Forms No. 38-16 printed. An interleaved form would be of some advantage to the other users of the form spread throughout the Agency; however, it is not believed that the time saved in interleaving carbons would offset the additional cost of procuring a specialty type form or

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Suggestion No. 690 Contd.

or would warrant stocking and maintaining the form both in interleaved carbon sets and as individual sheets.

In view of the above consideration, we do not believe the suggestion has an Agency-wide application and recommend that any revision, in accordance with the proposed suggestion, be limited to Form No. 38-16, for use by OCD only."

The Executive Officer, OCD advised the Committee that OCD recommends subject suggestion not be adopted. "The suggestion proposes improved mechanical receipt handling within OCD and possibly within the Agency at large. However, close examination of the proposal shows that it is not justified in the light of the cost involved in implementing it. However, the suggestion has caused an examination of the receipt procedures within the Liaison Division, OCD, and has resulted in an improved extension of the present manual system. To this extent the suggester may well be given appropriate recognition for having made a contribution in "sparking" an action of benefit to OCD.

The Chief, Liaison Division, OCD, advised the Committee that "adoption of the suggestion would go a long way toward fulfilling a real need that exists within OCD for a record or file system that could be used in connection with the dissemination of finished intelligence and supplemental distribution of information reports. This particular suggestion has made a notable contribution to the thinking and study toward the development of such a system within Liaison Division. We are of the opinion that subject suggestion had definite merit; however, its adoption in its entirety at the present time would not be the most economical method of maintaining the minimum records required by OCD. ...There may be other considerations, however, that would warrant the adoption of this suggestion in its entirety...such as security aspects which might offset the cost consideration."

Evaluation were also received from other offices of OCD which have been omitted here for the sake of brevity.

C. Recommendation:

It is suggested that an award at Level D, Scale of Awards, be considered by the Committee in view of the employee contribution mentioned in the last paragraph above.

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*GS-13 Liaison Ofc.  
had some paper the case  
No rest - approx. 100  
Thank for sparking.*

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Suggestion No. 703

A. Summary of the Suggestion:

STATSPEC A more economical, efficient, and convenient method of disposal  
STATSPEC of the [REDACTED] which average a half inch in thickness.  
STATSPEC [REDACTED] do not contain classified information, nevertheless,  
in compliance with copyright laws, they have been disposed of as  
classified material. In view of the voluminous production and  
widespread distribution, and in view of the added expense involved  
STATSPEC in destroying classified material, the current disposal practice is  
uneconomical in use of employee time as well as inconvenient. (One  
of 4 [REDACTED] will be available at the meeting.)

B. Evaluation of Concerned Offices:

STATSPEC The Security Office initially disapproved the Suggestion  
indicating that the use of the term "Official Use Only" has been  
determined "by appropriate officials to be necessary in connection  
with the [REDACTED] in order to protect Agency officials from  
civil liability. Security Regulations, presently being revised,  
specify that material having the term "Official Use Only" must be  
disposed of through the classified waste. This Regulation further  
specifies that all material so disposed of must be torn or shredded."

STATSPEC In view of the above, the Suggester provided an amendment to the  
suggestion which was referred to the Security Office for further  
consideration. The Suggester indicated that if it were necessary  
to dispose of the material in the same way as classified material,  
that appropriate permission be granted to users of the Reports to  
dispose of them in the central burn bags, whole and intact. This  
procedure would reduce the time of the many hundreds of readers  
of the [REDACTED] the chore of having to tear up these thick  
publications as well as ~~as well as~~ prevent the cluttering of individual  
classified trash receptacles thereby requiring less frequent trips to  
central burn bags.

On 2 November 1954, the Chief, Security Division, advised the  
Committee that "consideration...however, has been given to the adoption  
of the first part of suggestion's amendment and it has been determined  
that it will be permissible for such material to be placed intact in  
the burn bags without first being shredded or torn. Action will be  
taken to adopt this procedure and it is recommended that Subject be  
granted an award commensurate with the savings accomplished."

C. Recommendation:

It is recommended that an award at Level D of the Scale of Awards  
for Intangible Benefits be considered by the Committee.

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CIA Internal Use Only

Suggestion No. 788

A. Summary of the Suggestion:

The suggester proposes economies in the use of electricity costs by the following:

The corridors in Alcott Hall, and probably in other similar temporary buildings, is lighted by a series of 100 watt lamp bulbs. This amount of light is not necessary in such corridors. If such bulbs were replaced with 50 watt bulbs the economy in current consumption in such instances obviously could be reduced by half. Since these lights burn 24 hours a day, such savings should be considerable in the course of a year.

B. Evaluation of Concerned Offices:

The Logistics Office has indicated "Adopt for use and further advised the Committee that the replacement of 100 watt light bulbs with 50 and 60 watt bulbs has been effected in the corridors of Quarters Eye Building and Tempo I Building. Since the Security and Safety Offices have concurred as to the adequacy of light in the above areas, remaining corridors with the exception of special areas will be included in the replacement of 100 watt bulbs. Savings to be realized as a result of this adoption are indeterminate."

On 6 October 1954 a follow up was made by the Committee with the Logistics Office who have further advised that replacement is being effected throughout the Tempo Buildings in the "I" to "L", and Quarters Eye to [redacted] areas. In other buildings, such as North and Central, adoption of the suggestion has not been feasible due to different construction features of those buildings. While the savings effected do not directly benefit the Agency, the U.S. Government, through its FEPCO power contract will realize some savings to the extent of the reduced wattage used 24 hours a day in the corridors of the above buildings.

At the 11 October meeting of the Committee, the suggestion was referred back to the LO for cost figures. However, that office on 3 December 1954 advised that investigation reveals that corridor lighting is not metered separately; consequently, cost figures and/or savings realized would be indeterminate.

C. Recommendation:

In view of the difficulty of estimating possible savings, it is recommended that the Committee consider an award based on the Scale of Awards for suggestions with intangible benefits.

STATINTL

W - .36 per mo.  
50 W - .18 " "

4 x .18 =  
About \$100 per yr. per wing. (?)

CIA Internal Use Only

Defer - get savings.

CIA Internal Use Only

Suggestion No. 838

A. Summary of the Suggestion:

The suggester proposes a revised control procedure for handling evaluations of FI and OO, which if adopted, will provide a means of follow-up on outstanding documents. At the present time there appears to be no check on branches asked to evaluate documents once they are given out.

B. Evaluation of Concerned Offices:

The Office of Research and Reports has advised the Committee that this suggestion has resulted in the adoption of a new control procedure for handling evaluations of FI and OO reports within ORR. Although the procedure adopted is not like that suggested in all respects, it stimulated a solution to an irksome problem.

The Chief, Intelligence Information Staff, has stated that although Employee Suggestion No. 838 was not applied in total in the recent revamping of the ORR evaluation control process, it did point up the problem that existed and was instrumental in putting the final feasible system into effect. He further recommends that recognition be given to the individual making the contribution for a more efficient control of evaluations.

C. Recommendation:

It is recommended that the Committee approve an award for this suggestion under Level D of the Scale of Awards for suggestions with intangible benefits.

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Suggestion No. 839

A. Summary of the Suggestion:

The suggester proposes the installation of a series of coat hooks and broad shelves be installed in the ladies rooms in order that employees may be able to hang coats, jackets, umbrellas, and to lay packages. A series of coat hooks, similar to those on the back of the doors of the toilet cubicles could be fastened to the wall opposite the mirror. The wider shelves could be placed along the wall under the window. Adoption of this suggestion would effect improvement in employee welfare and morale.

B. Evaluation of Concerned Offices:

The LO Office had advised the Committee that the buildings referred to in the suggestion are under the jurisdiction of two different FBS Building Superintendents. The delay in reaching a final evaluation was due to objections raised by one building superintendent with regard to the installations requested. These objections were finally resolved, and although the suggestion originated in and probably related only to Tempo J Building, the superintendent has agreed to install coat hooks and wider shelves in I, J, K, and L Buildings. FBS has, upon request from this Office, completed installation of coat hooks and wider shelves in the ladies washrooms of M and Q Buildings. LO has further advised that although no monetary savings are involved in the suggestion, the improvements may serve to better the morale and working conditions of Agency personnel.

C. Recommendation:

An award under the Scale of Awards for suggestion of Intangible Benefits, Level D, is recommended for this employee contribution.

\$20.00

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 858

A. Summary of the Suggestion:

The suggester proposes a change in the intellofaxing procedure so that the intellofaxing operation can become a more popular and efficient tool of the analysts, and thereby speed up the transfer of data from document to branch files where the data becomes available for daily intelligence judgements.

The objective of the suggestion is to remove what is the greatest shortcoming of the intellofax system in the opinion of working analysts; the unreasonable time gap between the moment when a document is marked for intellofaxing and the date when the intellofax card containing the data selected is returned to the originator. This time gap is currently reported to be a minimum of 14 days. This suggestion makes it possible to reduce this time lag from 14 days to 1 day (within 8 working hours.)

B. Evaluation of Concerned Offices:

The CIA Librarian has advised the Committee that the suggestion for speeding up processing document extracts by CIA Library has already been put into effect as a result of discussions with the writer of this suggestion. The suggestion does promote the effectiveness of the OOD Intellofax service to analysts. It is too early to predict significant savings. Extracts prepared during the first four months of this year in ORR totalled 28 in January, 40 in February, 56 in March and 26 during the first two weeks in April. Contributions were received from ORR [REDACTED]

[REDACTED] analysts. A rate of two documents per day clearly involves no space or typing problems. The CIA Library has encouraged the preparation of abstracts for the material selected by competent research analysts. The Library feels strongly that this program should be intensified.

The evaluation of the Chief, Intelligence Information Staff, ORR, contained the following comments: "the suggestion recommending certain changes in the processing of document abstracts has merit. If adopted as presented it would result in some savings of typist and analyst time in the branches of ORR, and tend toward uniformity of files. The question raised in the Memorandum from the CIA Librarian as to the extent of future ORR participation in the program is difficult to answer. It would be a truism to observe that an improved system would probably be utilized more than the original. The fact remains that the intellofax system requires a great deal of selling to the individual analyst, a job rendered easier by any improvements instituted. The greatest virtue of the suggestion would appear to be its use as a selling point for an improved system."

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Suggestion No. 858 (cont.)

The Chief, Information Branch, OSI, also evaluated this suggestion and stated that the proposed suggestion and system as a whole is believed to be a good idea and would provide for space saving since material abstracted could be either housed in one central location or destroyed after receipt of abstract-if system were widely adopted throughout OSI.

C. Recommendation:

STATINTL In view of the foregoing evaluations, and based on the advice of the Chief, Intelligence Information Staff, ORR, that it is extremely difficult to place a monetary value on this suggestion, it is recommended that the Committee consider an award in accordance with Level D of the Scale of Awards for suggestions with intangible benefits. The suggestion has already had a salutary effect on document processing and has given rise to some constructive thought on the subject. [REDACTED] has supplied information to the effect that the suggester was a Branch Chief in IR at the time the suggestion was made. However, apart from duty responsibilities, the suggestion does have wider application than his particular branch, and to that extent, his contribution can be considered for recognition.

*Suggester did. have adopted this procedure  
properly part of his response as Br. Chief.  
11 Ltr. of commendation -*

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S-E-C-R-E-T

Suggestion No. 962 (cont) Page 2

Baggage so addressed will not be released to anyone but consignee, nor would PAA attempt to get in touch with the traveler if (WILL CALL) is placed after travelers name. Further, consignee would then be required to clear his own baggage through customs located near baggage storage room. There would be no security hazards, since [REDACTED] are not permitted to take excess baggage, and in fact an improvement in security since those who can afford to pay \$360 for excess baggage are immediately spotted as being out of the ordinary.

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B. Evaluation of Concerned Offices:

The Logistics Office has advised the Committee of adoption of the suggestion and has supplied the following information to the Committee:

"The present procedure of shipping this excess baggage to the FE Area (accompanied) was initiated at the request of the FE Division for operational and security reasons. At the time the procedure was initiated (January & February 1953) the difference in cost between shipping accompanied and un-accompanied baggage only amounted to about \$11.00 per shipment of 100 pounds. However, changes in the carrier's tariffs have increased the cost as indicated in the suggestion.

"Employee Suggestion #962 has been brought to the attention of the Chief, FE Division and concurrence has been received to implement the plan outlined in the suggestion. It has been determined that the savings to the Agency as a result of this plan will amount to approximately that figure indicated in the suggestion (\$55,000.00 per year)...A copy of a memorandum to the Chief, FE Division from the Acting Chief, Transportation Division, Logistics Office regarding implementation of this suggestion is attached."

The Chief, Transportation Division, advised the Chief, FE Division, of the following concerning the implementation of personal baggage shipment to FE Area:

1. "Reference "a" is an employee suggestion recommending that excess baggage for personnel performing official travel to the FE Area be shipped as unaccompanied rather than accompanied baggage. The attachment to reference "a" is an evaluation of the employee suggestion by the Transportation Division, Logistics Office. This evaluation indicates that the provisions of the employee suggestion could be implemented if concurred in by the FE Division.

2. "Reference "b" is a memorandum from your office indicating that the provisions of the employee suggestion are suitable for implementation in so far as they pertain to the [REDACTED] FE Division.

3. "Reference "c" is a memorandum from your office concurring in the implementation of the provisions contained in the employee suggestion for the other branches of FE Division [REDACTED]

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S-E-C-R-E-T

~~S-E-C-R-E-T~~

Suggestion No. 962 (cont) Page 3

4. "In as much as the implementation of the procedure suggested is dependent upon the basic authorization contained in the travel order, it is suggested that appropriate authorizing officials in the FE Division be informed of this procedure and that travel orders indicate that excess baggage, when authorized, should be shipped as unaccompanied air freight."

Memorandums of 17 August and 10 September 1954 gave approval of the suggestion by the Chief, FE Division.

C. Recommendation:

Since it has been determined that the two employees submitting this suggestion contributed equally in its preparation, it is recommended that the Committee consider an award of \$580 (shared jointly) based upon the estimated savings as verified by the Logistics Office.

500 (2x250)

~~S-E-C-R-E-T~~

CIA INTERNAL USE ONLY

Suggestion No. 987

A. Summary of Suggestion:

The suggestion proposes the installation of location indicators in Buildings "I" to "L" in order to signify that a particular exit is open. With the many boarded-up exits from these Buildings and with exits varying in closing hours with frequent changes made without general notice, such a system as proposed would be extremely helpful to employees. Many of these Buildings have a considerable amount of semi-transient traffic, plus new personnel not yet familiar with the Buildings, and some type of marking system would save considerable time for the large flow of traffic in and out of the Buildings.

B. Evaluation of Concerned Office:

The Logistics Office has advised the Committee of the following:

"Suggestion number 987 has been adopted for use by this Office. Although this suggestion specifies the use of lights, it is the opinion of this Office that signs will serve the same purpose and will not be as expensive to install. Also, lights may tend to confuse the personnel if they are accidentally left on when they should be turned off and vice versa. Although the adoption of this suggestion will not result in any monetary savings to the Agency, it will contribute to the morale of the personnel in buildings "I," "J," "K," and "L."

C. Recommendation:

It is suggested that the Committee consider an award under Level D for this employee contribution with intangible benefits.

CIA INTERNAL USE ONLY

A. Summary of the Suggestion:

The Suggester proposes that reports published by the different components of the Agency be single-spaced on a page in contrast to the present method of double-spacing. It is estimated by the Geographic Division, ORR, that during the Fiscal Year they published 75 reports containing an average of 175 pages for each report. There is an average of 425 copies of each of these 75 reports printed for a total of 5,578,000 pages of reports produced by one Division with over 2,789,000 actual sheets of paper used. But, by single-spacing it would be necessary to use only 3 sheets instead of 4 to effect a savings of 25% on the overall amount of paper used. During one year this would mean a savings of 697,266 sheets of paper. Further, reduction in the number of pages printed would, of course, reduce the printing cost. Time savings would also be realized in layout, camera work, plate making, press time, and bindery. As a point of interest, Report No. ER-9 was forwarded on 21 September 1954 to Reproduction for final printing. The Report contains 253 pages, 166 copies of each for a total of 41,998 printings. Should the same Report be printed as suggested, the amount of time and cost would be reduced accordingly.

B. Evaluation of Concerned Offices:

The suggestion was initially forwarded to the Chief, Management Staff, 28 June 1954, to determine what reports might be involved, and that office replied that "a cursory check with some of the publication staffs in the overt offices seems to indicate that the usual format for overt office publications is single spaced. The Geographic Division of ORR turns up as the one exception to this."

With this information, the suggestion was referred to the DD/I and the Executive, ORR advised the Committee, 8 November 1954, of the following:

"This suggestion has been given very careful consideration. The Geographic Division is making arrangements in the future to single space all of its reports with the exception of those for which the process of typing masters is already under way. While the change is not due entirely to this suggestion, the Suggester should receive credit for the prodding which brought about the final decision to make the change at this time."

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██████████ DD/I (Admin), further advised that review with the above mentioned disclosed that, although the idea contained in the suggestion was not original, the Suggester did cause a review of the existing practice and a determination to change from double to single spaced reports by the Geographic Division.

C. Recommendation:

200/ 7  
The Committee may consider an award for sparking the action which took place as an employee contribution of a suggestion with intangible benefits or an award on the basis of the tangible savings resulting even though the suggestion was not original. If the latter course is followed, it will be necessary to secure some estimate from the Logistics Office. However, it is believed by the Executive Secretary that an equitable award may be made based on the information at hand.

CONFIDENTIAL

Suggestion No. 1047  
(Resubmitted)

A. Summary of the Suggestion:

It is proposed that Graphics Register, OCD, assign a competent technician to be stationed in the FDD area on a full or part-time basis as the volume of work demands. The technician would have the authority to accession any worthwhile photographs for the Graphics Register collection and would have the necessary equipment to perform this function. Such a procedure would increase efficiency and provide a more complete intelligence coverage to both offices and the entire intelligence community. During the first quarter of 1954, FDD received 50,000 newspapers and 4,798 periodicals with a large number of these containing photographs of intelligence value which should be made available to the intelligence community.

B. Evaluation of Concerned Offices:

The Chief, Graphics Register and the Chief, FDD agreed that the suggestion has merit, and advised the Committee that the benefits would be a shorter processing time and increased photographic coverage. It was also agreed that FDD would assemble photographic material on a weekly basis for review by GR and FDD analysts. Material, selected on the basis of quality, importance of subject, and previous coverage, will be translated by FDD with FDD-prepared caption reports, and forwarded to GR for processing. GR will return material within a deadline of one to five days depending upon time requirements.

While no monetary savings will result from the adoption of the suggestion, there will be benefits from the closer relationship between FDD and GR area analysts at the working level, thus effecting an increase in efficiency of operations.

C. Recommendation:

In view of the above evaluation, it is recommended that the Committee consider an award under Level D of the Scale of Awards for suggestion with intangible benefits.

25X1A



CONFIDENTIAL

Suggestion No. 1050

A. Summary of the Suggestion:

The Suggester proposes that Form No. 33-29A, Notice of Payroll Change, (stapled at top and bottom), be perforated along the left-hand edge with the carbon copies notched on the right-hand edge to provide space for thumb and forefinger as a "snap-out form. The carbon could then be removed in one motion by pulling with the right hand while holding the stapled forms in the left hand. The present method of removing three carbons and staples is unclean, tedious, and time-consuming.

B. Evaluation of Concerned Offices:

The Comptroller advised the Committee that the adoption of this suggestion would produce a "snap-out" type form which is becoming widely used in private business and in the Government. The resulting faster and cleaner operation would offset additional cost, if any, of producing the form.

The Chief, Records Management Division, Management Staff, notified the Committee that "Form No. 33-29A had been recently re-designated as Form No. 218 and is being procured in 'snap-out' style as recommended by the Suggester in adoption of the suggestion. Sixty thousand sets of Form 218 are being procured at a unit cost of \$14.27 per 1000 sets as compared to 70,000 sets of 33-29A which cost \$15.50 per 1000 sets.

7 "Adoption of the suggestion will result in a man-hour savings. Decollating operations took an average of 20 seconds per set on 33-29A as compared to 5 seconds for the snap-out set. This means that 15 seconds per set or 250 man-hours per year will be saved based on the annual usage of 60,000 sets. With decollection operations generally performed by GS-5's this should result in an annual savings of \$410.00. Intangible benefits should also accrue from the elimination of direct handling of carbon sheets."

C. Recommendation:

It is recommended that the Committee consider an award for this employee contribution of \$25.00 for tangible savings plus any additional award for the intangible benefits accruing.

25.00  
10.00  
35.00  
Tangible  
Intangible

S-E-C-R-E-T

CIA INTERNAL USE ONLY

Suggestion No. 1077

A. Summary of the Suggestion:

The Suggester proposes that a memorandum be circulated among all Agency employees as a security measure, calling attention to the fact that it is ineffective to cover only the mouthpiece of the phone since it is possible to hear over the telephone when the receiver is spoken into as well as when the mouthpiece is used. Putting the phone to the chest only amplifies the vibrations.

B. Evaluation of Concerned Office:

The Committee was advised by the Security Office that it is not possible for a conversation to be transmitted through the receiver of a telephone but that the voice is actually transmitted through the bone structure of the hand placed over the mouthpiece. That Office further stated that "the suggestion, however, does point out the fact that the placing of a hand over the mouthpiece or placing the phone against the chest or other part of the body does not necessarily prevent a conversation from being heard by the person at the other end of the line. In view of the fact that many employees may not be aware of this, the Security Office will bring it to the attention of employees by means of a notice in the next issue of the Security Bulletin.

C. Recommendation:

It is recommended that this suggestion be considered for an award for a security suggestion with intangible benefits.

1000  
CIA INTERNAL USE ONLY



0515

Suggestion No. 1093

A. Summary of the Suggestion:

The suggester proposes that all inter-office memoranda be signed with the name and the extension number of the writer to eliminate the countless references to the telephone directory when the subject matter indicates that some additional discussion may be necessary. The adoption of such a procedure can effect considerable time-savings.

B. Evaluation of Concerned Office:

The Chief, Records Management Division, Management Staff, has advised the Committee that the suggestion is basically sound. However, it is their opinion that the dictator's telephone extension on CIA copies of correspondence sent outside the Agency, or when permissible, on the original of an inter-office memorandum prepared on Standard Form No. 64 would be more beneficial. They state that the following advantages would result:

"Agency copies of correspondence sent outside CIA would bear the telephone extension of the dictator, thus applying the suggester's basic idea to other than inter-office correspondence. Often, the signing official may wish to contact the dictator. Having the latter's telephone extension on the signing official's file copy would expedite making this contact. Similarly, having this information copies retained in the Agency would expedite placement of telephone calls between recipients of information copies and the dictator. Except for policy decision, it is often more advantageous to contact the originator of correspondence rather than the signing official."

A modification of Suggestion No. 1093, concurred in by the Security Control Staff, SO, has been adapted for inclusion in the proposed Correspondence Handbook. The extension number of the originating office will follow the typist's initials and precede the date. For example:

MS/RMD:JCDOe:abc/3742 (1 Sept. 54)

It is anticipated that there will be Headquarters-wide intangible time-savings resulting from fewer references to the Telephone Directory and the providing of current telephone extension of the originator to the recipients of correspondence.

C. Recommendation:

It is recommended that an award be considered for an employee contribution of a suggestion with intangible benefits.

DD/P vetoed.

Questioned.  
Project on security  
basis.

CIA INTERNAL USE ONLY

Refer back to Management Staff.  
Rejected.

Not adopted as non-adopted.  
Non-adopted.

25X1A

25X1A

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## Suggestion No. 1130 (Cont.) Page 2

An estimate of monetary savings can only be predicated on future requirements leveled on the Register. Recent experiences have shown that had this indexing guide been in use, many man-hours of high-grade researchers' time would have been saved. It is firmly believed that the long-range value to be gained by putting this operation into effect will more than offset the cost thereof.

B. Evaluation of Concerned Offices:

The Chief, Industrial Register, CD, has advised the Committee that the suggestion calling for the adopting of a prime sign (') following industrial activity codes to indicate former production is good in principle. He further believes that the suggestion would be of definite value if modified to limit its scope to applying the procedure only to new items as processed daily and incorporating this procedure in those cases involving plant analysis or establishing this control over dossiers when reviewed. Since the suggestor and the Industrial Register were entirely in agreement as to the method of implementation the Register has prepared to put the suggestion into effect within the framework of limitations set forth in the above. The potential benefits listed by the suggestor are believed to be accurately stated. Unfortunately, it is impossible to calculate in advance the dollar savings which might accrue as a result of adopting this suggestion.

C. Recommendation:

Note: This suggestion was referred back to DD/I for further information as to savings and benefits. Based on discussion between [REDACTED] and OCD, the intangible savings involved would appear to merit a nominal award under Level D, Scale of Awards (\$20 - \$25). It is recommended that such an award be considered.

25X1A

#2002

CONFIDENTIAL

Suggestion No. 1154

A. Summary of the Suggestion:

Due to the critical shortage of parking facilities in the Headquarters area, it is suggested that the following proposal be considered to alleviate the shortage and improve or increase such facilities.

"It is observed that the original parking plan for the east end of the area between Barton Hall and Bldg. [REDACTED] provided for perpendicular parking in spaces ...80-102 and for parallel parking in spaces 103-105. This latter group, providing for parallel parking in spaces 103, 103A, 103B, 104, and 105, is opposite the area occupied by spaces ...80-102. A careful measuring of the entire area has disclosed that parallel spaces 103, 103A, 103B, 104, and 105 can be legally, practicably, and safely converted to perpendicular parking spaces and renumbered 103-112 thus adding five additional spaces."

STATINTL

B. Evaluation of Concerned Offices:

The Chief, Admin. Staff/LO, has advised the Committee of adoption of the suggestion with the following evaluation:

"Investigation by this Office reveals that the parking area in question can be converted from parallel to perpendicular parking, thus creating additional spaces. Arrangements have been made to have these additional spaces numbered and assigned to this Agency."

The Logistics Office has further recommended that the suggester be assigned one of these parking spaces. This matter was discussed with the Logistics Office who would assign the space in a normal way following individual inquiry. Such action was instituted following individual inquiry to several members of the Committee.

C. Recommendation:

It is proposed that a minimum award under Level D, Scale of Awards be considered as a result of this employee contribution. The parking space assignment was made in the normal manner in order to avoid establishing precedent in this case.

CIA INTERNAL USE ONLY

CONFIDENTIAL

Suggestion No. 1233

A. Summary of the Suggestion:

The Suggester proposes that abstract paper be changed into a form to contain the information to be given on all abstracts prepared by FDD. At present FDD is producing some 150 to 180 abstracts of CSN's or FDI's per month. On each abstract there are a number of items which must be routinely given, such as date of distribution, date of information, number of pages, language, etc. The proposed sample form gives the [REDACTED] as the country concerned in the abstract and [REDACTED] as the language of the document. Since over 90 percent of the documents abstracted by FDD are in [REDACTED] and most of them concerned the [REDACTED] the format could be set up in the proposed fashion, or in order to make greater use of the form, these two spaces could be left blank and filled in by the typist. It is believed that the use of the form would add to the efficiency, speed, and economy of the operation.

25X1A

25X1A  
25X1A  
25X1A

B. Evaluation of Concerned Office:

The suggestion was initially referred to FDD who indicated disapproval for adoption since the format of the present form had been quite acceptable to analysts, in addition to other reasons. The DD/I (Admin.) then referred the suggestion to Records Management Division, MS, who supplied a comprehensive cost analysis of the present, the suggested, and an alternate method, with a recommendation of discontinuance of the present method and substitution of the alternate method (omitted here for the sake of brevity but will be available at Committee Meeting).

C. Recommendation:

Although the suggestion as such was not adopted, the DD/I (Admin.) and FDD have recommended that a nominal award be considered in view of the suggestion having sparked beneficial action resulting in the revised method. An award at Level D of the Scale of Awards is suggested.

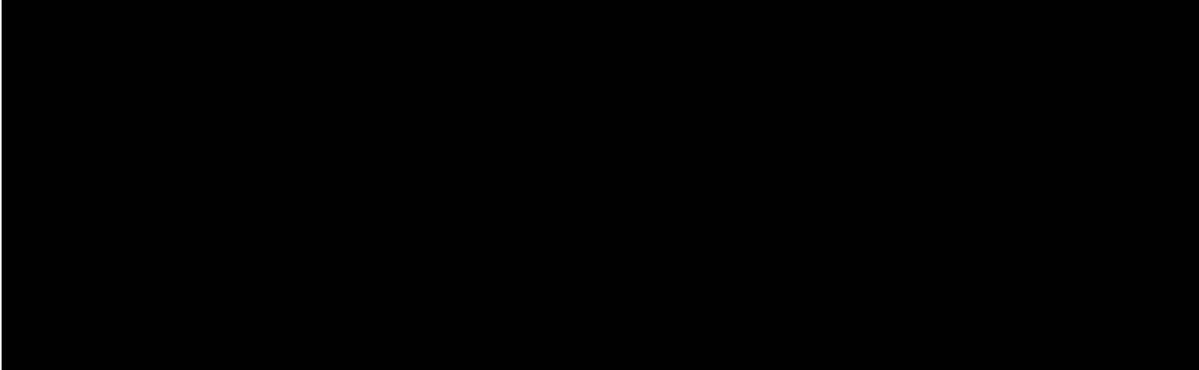
CONFIDENTIAL

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Suggestion No. 1259

A. Summary of the Suggestion:

"At the present time all personal checks which go through the Agency Credit Union for deposit, payment on a loan, or drawn to "Cash" are endorsed on the back of the check with a rubber stamp which reads, "For Deposit Only CIA Federal Credit Union." I do not know whether



B. Evaluation of Concerned Office:

[REDACTED] President, CIA Federal Credit Union, has advised the Committee that the suggestion will be adopted for use stating that "This is an excellent suggestion which we have determined to be legally possible and the problem will be considered again and acted upon at the next Board of Directors meeting."

C. Recommendation:

Since the above suggestion was primarily concerned with the improvement of Agency security, it is suggested that an award for this employee contribution based upon the Scale of Award for Intangible Benefits, Level D, be considered by the Committee.

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Suggestion No. 1265

A. Summary of the Suggestion:

"NEED: For some positive means of assuring that equipment of a delicate, fragile nature, earmarked for local delivery, reaches its various destinations in A-1 condition.

"Up to the present, that is to say, before the ensuing plan was put into operation, there had been several complaints concerning the condition upon receipt, of certain delicate items. This material undoubtedly left its supply source in good condition for all outgoing equipment is examined thoroughly for damage just prior to loading. Therefore, the logical assumption is that the material in question was damaged in transit.

"SOLUTION: The shelving up of a panel body truck in such a manner that sensitive, fragile items to be carried, are protected from the movement of other, heavier material, which, of necessity, must be transported on the same vehicle.

"This is accomplished by building a series of pidgeonhole-type shelves along the inside walls of the panel body truck. These shelves can be marked with the addresses of the most frequently visited and served offices, thereby expediting handling of materiel.

"This plan has been put into effect and has proved invaluable in terms of time saved, as well as in prevention of damage to sensitive materiel.

"The panel truck may be seen at [REDACTED] Depot or at one of the many Agency buildings on its daily route.

25X1A

B. Evaluation of Concerned Office:

The following evaluation was sent to the Committee by the Logistics Office:

"The suggestion of adding shelves to a panel truck to eliminate possible damage to small, fragile shipments has been adopted as stated in the employee's suggestion.

"It is estimated that monetary savings of approximately \$337.90 per year may be accomplished as a result of the suggestion, in the following manner:

A. Reduction in replacement or repair costs	-	\$100.00
B. Savings in man-hours, $\frac{1}{2}$ hr per day @ \$1.83 per hour		\$237.90
		<u>TOTAL \$337.90</u>

"In addition, the reduction of the possibility of damage to critical items might eliminate a delay which could have resulted in a monetary loss far beyond replacement cost of the item."

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Suggestion No. 1265 Contd.

C. Recommendation:

It is suggested that a combined award based upon tangible savings effected, and intangible benefits resulting from paragraph 3 be considered by the Committee. That part of the award concerned with tangible savings would be \$20 according to the Table of Awards.

20%

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Suggestion No. 1286

A. Summary of the Suggestion:

It is proposed that a backing of heavy paper be affixed to the last page of all documents used by this Agency to prevent the loss of the final page. Many final sheets are irretrievably separated from the basic document or are torn and rendered illegible.

B. Evaluation of Concerned Office:

The Chief, Records Management Division, MS, stated that the procedure would not apply to all Agency documents due to the fact that many documents do not receive sufficient handling to warrant the protection of a backing sheet. The use of a protective backing sheet, therefore, would be a matter for individuals to determine rather than one to be governed by a standard Agency procedure. However, the suggestion has merit, and based upon it, paragraph 124, "Assembling Correspondence," of the Correspondence Handbook will include the following statement:

"If it is anticipated that correspondence will receive considerable handling, a backing sheet of bond paper or heavier stock should be attached to protect the back pages."

The Records Management Division further recommends that publicity be given to effect the widest implementation of this suggestion through the medium of a future issue of the "Incentive Awards Review."

C. Recommendation:

It is suggested that the Committee consider an award at Level D of the scale of awards for this employee contribution.

10.00  
add to next IA Review to  
publish

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Suggestion No. 1296

A. Summary of the Suggestion:

25X1A It is suggested that the country code number and/or the country name be written on the face of the cover jacket of [REDACTED] material in the IR files in addition to the current practice of showing the consolidation number only; except in the use of internal area codes used by the [REDACTED] who cover only a single country.

25X1A

25X1A At present, unless each jacketed folder is opened and sight checked for country code, materials which are returned from a requestor or the Services Section in an intermixed condition can easily be misfiled, since filing would be done by consolidation number. It is estimated that a minimum of 100 man-hours per year could be saved at this time in [REDACTED] alone if such a procedure were put in force. With increasing files and turnover of personnel, it would amount to considerably more in years ahead. Present folders could be marked when withdrawn from files to service requests, or when analysts use folders in daily work. New material could be marked when the file clerk prepares the jacket.

25X1A

B. Evaluation of Concerned Office:

25X1A The Chief, Industrial Register, CD informed the Committee that "this system of marking file folders is already in effect in the two [REDACTED] Branches of the Industrial Register, where one large country file was subdivided into 12 sections. In the other three branches of the Register are found like files dealing with installations located in every other foreign country. The increase in the size and activity of the latter makes a similar identification arrangement desirable, and the suggestion is therefore considered to have enough value to merit adoption for use throughout IR."

25X1A

25X1A [REDACTED] DD/P (Admin), stated that he would recommend a nominal award in view of OCD's comments. He added "although the suggestion is not original, having already been in effect in two of the branches, the suggestion has had the effect of extending its application. As the intangible savings that will result will not be large it is believed that an award based on Schedule D (about \$15) would be appropriate."

C. Recommendation:

25X1A In view of [REDACTED] comments, it is recommended that the Committee consider an award based on Level D of the Scale of Awards for suggestions with intangible benefits.

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Suggestion No. 1324

A. Summary of the Suggestion:

In the interest of safety of Agency personnel located in temporary buildings, the Suggester proposes that further precautions and individual training be adopted. The training should include proper use of fire extinguishers, fire hoses, and the operation of fire alarms. In addition, it is suggested that more emergency equipment be installed in the buildings (at present there are none in "M" and "Q" buildings except in the Main Guard Office. Further, exit lights should be fitted with a distinctive type globe or lamp in order to distinguish exit lights from security warning lights in certain areas. (The Suggester proposes other increased precautions during fire or air raids.)

B. Evaluation of the Concerned Office:

The Chief, Security Control Staff, S/O, has advised the Committee that the suggestion is already in effect (or is of such nature that employees need no instruction) but makes an added contribution in regard to that part concerning distinctive type globes or lamps for exits in areas equipped with security warning lights. "Suggestion is well taken and credit should be given according to the person who made the suggestion." The CIA Safety Officer will procure this equipment through the Logistics Office.

C. Recommendation:

It is suggested that the Committee consider a nominal award for this safety and security contribution of a suggestion with intangible benefits.

1502

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25X1A

Approved For Release 2000/06/19 : CIA-RDP80-00832A000100110001-3

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CIA INTERNAL USE ONLY

Suggestion No. 11-W

A. Summary of Suggestion:

The suggester proposes that "open" signs currently being used on safes be replaced by a more permanent type, primarily to add dignity to the appearance of an otherwise neat office. A secondary consideration was that if CIA disapproved expending funds for this purpose, perhaps the safe manufacturers could be required to furnish them.

B. Evaluation of Concerned Offices:

The Chief, Security Division, expressed no preference as to the adoption or non-adoption of the suggestion as concerned the security viewpoint. Strictly from a housekeeping standpoint, however, he felt that it would be an improvement but recommended that the suggestion be referred to the Logistics Office for cost and effectiveness comparisons.

The Logistics Office feels the present "open" signs are adequate and that the cost of the more durable sign would not be justified. This Office made no evaluation on the point that safe manufacturers be required to supply these signs. In view of the fact that we undoubtedly have on hand most of the safes we will need and certainly could not, at this point, demand signs from the safe manufacturers for present safes, this point seems not feasible.

C. Recommendation:

It is recommended that the Committee concur with the evaluation of the Offices concerned in rejecting this suggestion.

CIA INTERNAL USE ONLY

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Suggestion No. 21-W

A. Summary of Suggestion

The suggester recommends the dissemination of information on basic managerial principles which the suggester believes would establish standard procedures for the efficient internal organization and management of personnel, resulting in unestimated savings, and familiarize Chiefs of Sections with terminology and approved concepts of personnel management. To carry out such a program, the suggester includes a proposed memorandum containing suggested principles for review and implementation whenever possible. In addition, he recommends that the Agency establish a course of training in personnel management for selected employees.

B. Evaluation of Concerned Offices

The Chief, PAS, Office of Personnel, has recommended that this suggestion be disapproved for adoption. However, he felt that the Incentive Awards Committee should solicit the views of the Management Staff. The Chief, PAS, believes that recognized principles of public and personnel management including certain of those in the suggestion, but not limited thereto, are being and have been adopted and implemented by the Agency whenever practicable. The Chief, PAS, further explained that the Agency now offers several courses in various phases of personnel management, namely, Basic Management, available to supervisory personnel at the GS-11 and above level, and Basic Supervision of the Human Resources Program, available to supervisory personnel at various levels. The Office of Personnel also sponsors selected individuals for management training and government outside of CIA, and is planning to conduct a Personnel Institute for all employees engaged in personnel work. Moreover, a major session of the program of the Office of Personnel consists of working continuously with Agency supervisors in order that they will provide better guidance to employees, improving working relationships, and assist individuals to increase effectiveness and develop their career potentials.

The Chief, Management Staff, has also recommended disapproval of adoption because he feels this type of material has been publicized and republished so much that it is becoming trite. He further felt that everything important in the suggestion is available in printed form at the present time from many sources, thus he felt that there was no need to have the Agency suffer the expense of printing and typesetting the proposed subject matter.

C. Recommendation

In keeping with the above evaluations, it is recommended that this suggestion be disapproved for adoption.

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Suggestion No. 91-A

A. Summary of Suggestion:

The suggester proposes that an IBM marked sensed card be substituted for the Time & Attendance Report (S.F. 1130), the fields on the IBM card to be a reproduction of the present Form 1130.

These forms would be maintained by the T & A Clerks in the same manner as the Form 1130. Such a system would also provide for the substitution of a marked sensed card for the present leave record Form 1137, maintained by the Leave & Payroll Section as a summary leave record. It is proposed that the Time & Attendance Card be forwarded to the Machine Room for processing and the punches thereon be transferred mechanically to the leave record Form 1137. In this manner, a new 1137 would be reproduced by a summary gang punch every pay period. The information contained on the 1130 and 1137 could also be used to mechanically prepare the Payroll Change Slips.

Many other benefits would be derived from the installation of this system. For example, statistics on overtime, annual and sick leave could be broken down by office, amounts, frequency, etc. It is also believed that the W-2, (Tax Withholding) forms could be prepared mechanically from these cards. Sick and annual leave balances could be reproduced mechanically and presented to each employee every six months. The Management Office could use the annual and sick leave statistics obtained from this system as an indicator in considering requests for increases in Tables of Organization for the various offices.

B. Evaluation of Concerned Offices:

The Acting Comptroller in his evaluation advised the Committee that: "The Management Staff and this Office installed on a trial basis, for a period of 12 weeks beginning 28 March 1954 a system of machine recordation of leave transactions through the use of IBM Mark Sensed Cards. This experiment was conducted in two components of the Agency and covered only those employees on the vouchered payroll.

The evaluation of the results obtained from the trial installations mentioned in paragraph 1 showed that while the "Mark Sensing" system could be made to operate, the economies that would result from such a system would be more than offset by the cost involved in adjusting errors made in the mark sensing of the IBM cards by the time and attendance clerks. This is the same cause for failure of a similar mark sensing system installed by another Governmental agency which resulted in its being discarded.

CONFIDENTIAL

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Suggestion No. 91-A (Cont) Page 2

Therefore, while the use of mark sensing has merit in proper circumstances, it was deemed inadvisable by this Office and the Management Staff to adopt the system for time and attendance reporting due to the numerous adjustments which would be required to correct erroneous reporting by the time and attendance clerks."

C. Recommendation:

It is recommended that the Committee disapprove this suggestion for adoption in view of the evaluation of the concerned offices.

CONFIDENTIAL



Suggestion No. 284

A. Summary of Suggestion:

The Suggester recommends the installation of coffee vending machines in Agency corridors in order to effect time savings of employees standing in line. In order not to conflict with the income of the blind concessionaires, these machines could be operated for their benefit.

B. Evaluation:

Subject suggestion has been under consideration since 5 May 1953. In a memorandum dated 1 June 1953, the Committee was advised by the General Services Office that "it has been determined through discussion with PBS that such action is warranted on a basis of time savings by employees...to determine the extent to which these machines will be utilized, arrangements have been made with the PBS concessions officer to install a trial machine in temporary building "I."...In order to protect snack bar profits, it is the policy of PBS to assign vending machine profits to the organization controlling the concessions in the immediate vicinity of said machines...the idea is well founded and warrants a trial." Subsequent followup was made with the Logistics Office in 1953 and 1954. Finally, in a memorandum dated 1 December 1954 the Logistics Office supplied the following evaluation:

"On 1 June 1953, this Office advised that the PBS Concessions Offices had agreed to make a trial installation of such a vending machine in the headhouse area of Tempo Building "I". Numerous unsuccessful contacts have been made with officials of the Concessions Office since that date in an effort to expedite this installation. Our most recent conversation with [REDACTED] Chief of Concessions Section, now discloses that the firms responsible for installing and servicing vending machines in Government buildings are opposed to locating them as an adjunct to snack bars which handle competitive items. Their experience in the past has proven that this practice is not sufficiently profitable to warrant the expense of the required service and maintenance.

STATINTL

"Inasmuch as the PBS is not in a position to require private vending firms to locate machines against their wishes, compliance with the subject suggestion is not possible."

C. Recommendation:

It is recommended that the Committee concur with the evaluation of the Office concerned in rejecting this suggestion.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 301

A. Summary of the Suggestion:

The suggester proposed the publication of a new form entitled Personal History Statement Change Sheet. The new form would duplicate sections 1A, 3, 4, 8, 9, 10, 11, and 26 of the Personal History Statement. The form would be used, therefore, for recording such changes or supplementary information as might occur in connection with personal background, marital status, children or dependents, in-laws, relatives abroad, relatives in the military service, persons notified in cases of emergencies, military service, residence or travel outside the United States. The suggester felt that the proposed form would prevent confusion, reduce the bulk of the individual's personnel folder, and expedite the process of keeping information in the personnel folders accurate and up-to-date.

B. Evaluation of Concerned Offices:

The Chief, Planning and Analysis Staff, Office of Personnel, advised the Committee, October 1954, that two projects which have been under consideration for the past year or so have a direct relationship to this suggestion, namely the revision of the Personal History Statement, and the Employee Qualifications Questionnaire. When these two projects have been finalized, some device for keeping them current will have to be developed. It is possible that at that time certain portions of this suggestion may be utilized.

The suggester should be advised that action is pending on this matter, but that his actual contribution, if any, cannot be evaluated at this time.

C. Recommendation:

Recommend Committee concur in above evaluation.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Suggestion No. 438

A. Summary of the Suggestion:

The suggester recommended using a portable incinerator for destroying classified waste and for the emergency destruction of classified material in field stations. The incinerator mentioned was one constructed so that heated air would be ejected from the draft tube and rubbish would burn quickly from inside to outside with little smoke or muss.

B. Evaluation of Concerned Offices:

The Security Office purchased one of the incinerators and conducted a test by burning classified waste. The Chief, Security Division, advised the Committee that a bag of classified waste that represented an average example of the various types of paper, such as carbons, notes, bond paper, and some card stock was selected. The time required to burn this waste was one and one half hours and was accomplished only after numerous agitations of the paper in order to facilitate the burning. The Security Office feels that this type of incinerator would not be practical for use in this Agency where large amounts of waste must be disposed of, nor would it be practical for use in connection with the Emergency Destruction Program due to the numerous air vents and the thin gauge of metal used for construction.

C. Recommendation:

It is recommended that the Committee concur with the evaluation of the Office concerned in rejecting this suggestion.

CIA INTERNAL USE ONLY

CIA INTERNAL USE ONLY

Employee Suggestion No. 669

A. Summary of the Suggestion:

The suggester proposed a slight change in the Remington Rand File-Safes whose mechanical security is dependent upon one screw which can work loose and drop out. When this happens the suggester felt that the locking bar may drop of its own weight, but not move into the fully locked position. The partially locked position, therefore, might give a false impression of security upon casual checking. The suggester proposed that a lock washer under the shoulder of the screw be installed to prevent the screw from backing out.

B. Evaluation of Concerned Offices:

The Chief, Security Division, Security Office, in his evaluation said "Screw D (on suggestion) is designed by the manufacturer for use without a lock washer, and required considerable force to install or remove from the locking bar and therefore has caused very little trouble. If this screw were to fall out of position, one of two things would happen. Either the drawers (without the combination lock) would lock or they would not be able to be closed. There would be very little, if any, chance of improper securing. The chances of a lock-out of the non-control drawers, due to the loss of this screw is practically nil, due to the fact that after opening the control drawer, the locking bar can be operated manually."

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

CIA INTERNAL USE ONLY

SECRET

4 January 1955

MEMORANDUM FOR: Chairman, Incentive Awards Committee

SUBJECT: Meeting of CIA Incentive Awards Committee

1. In accordance with the provisions of Regulation 25X1A  
[REDACTED] Incentive Awards Program, the CIA Incentive  
Awards Committee will meet on Monday, 10 January 1955 at *Noted 8.m.*  
2:00 p. m. in Room 223, Curie Hall.

2. For initial Committee consideration, there are  
41 employee suggestions.

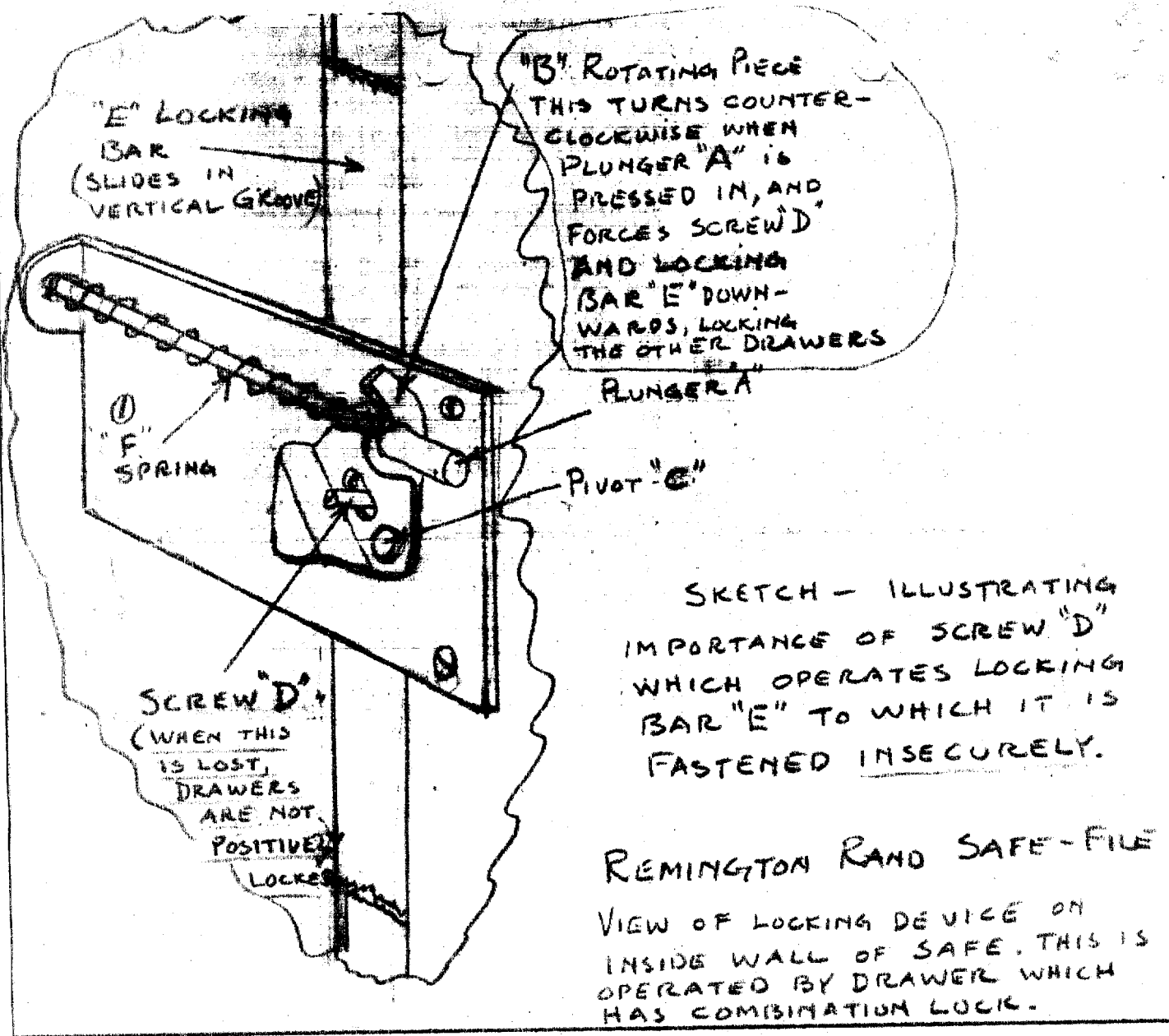
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FOR THE CHAIRMAN, INCENTIVE AWARDS COMMITTEE

[REDACTED]  
Executive Secretary

Attachments

SECRET



Employee Suggestion No. 671

A. Summary of the Suggestion:

The suggester proposed that permanent metal bins be installed to hold bags for the localized collection of classified trash. The suggester felt that in addition to increasing the physical security of the deposited classified trash, the use of covered bins would permit building guards to give their undivided attention to the entrances. The bins could also prove useful for evacuation drills as they could be locked for temporary periods while the building is evacuated.

B. Evaluation of Concerned Offices:

The Chief, Security Division, Security Office, in his evaluation advised the Committee "By having burn bags in a bin the possibility of unnoticed spillage would be increased and would require cleaning the bin each day. The classified waste pick-up schedule is very rigid and cleaning the bins on each pick-up would be very time consuming. Having the bags in the open as they are now practically eliminates any cleaning operation since employees are normally careful not to spill waste when filling the waste bags.

"There would be a great possibility of some Agency employee placing classified waste in the bin after the daily collection has been made and, unnoticed by the guard, the material would remain in the bin unsecured over-night.

"Having the bags kept in a metal bin could give the guards a false sense of security and make them lax in their surveillance of the filled bags."

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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Employee Suggestion No. 794

A. Summary of the Suggestion:

The suggester proposed that where the service voltages for the electrical lights run from 115-120 volts, a light bulb rated at 130 volts should be used. The suggester felt that this would increase the uniformity of illumination throughout the corridors and entrances to buildings as well as reduce the number of manhours required by replacing the bulbs. Since the bulbs would burn for a longer period the necessity of skip-lighting would be decreased.

B. Evaluation of Concerned Offices:

The Chief, Administrative Staff, Logistics Office, in his evaluation said, "Pursuant to the submission of the second suggestion, dated 26 July, relative to the above, each PBS Chief Electrician was contacted in areas wherein principal CIA buildings were located regarding this subject. As previously quoted, the PBS recognize the value of using higher voltage lamps, but due to voluminous stocks of 120 volt lamps, the procurement of which is not controlled by the group electricians, supplies of 125-130 volt lamps have not been released. We reiterate, that this Agency does not control the administrative functions or operating procedures of the Public Buildings Service.

"Regarding skip-lighting, this Office remonstrated to the PBS electricians regarding this procedure and we have assurances that the practice will be discontinued. It is possible that in the particular instance in which all of the corridor lights were out, the cause was due to a blown fuse. We recommend that the lamp men not be contacted for information since they have only a very limited knowledge of procedures or the techniques of electricity.

"An example of over-all safety and operation established by the PBS is that two lamp light fixtures have been authorized for installation in corridors and stairwells where steps are located. These decisions originate in the Engineering and Research Division of the PBS who are constantly endeavoring to improve the standards of operation and safety."

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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Employee Suggestion No. 805

A. Summary of the Suggestion:

The suggester proposed the issuance of an identification card, not unlike a CIA pass, to those within CIA who are authorized to view Top Secret material. The card would contain the individual's name, division, section, CIA pass, number, signature, signature and telephone extension of the individual's area supervisor, and an identification card control number. The suggester recommended that the card be checked against an area supervisor's check list to determine its validity and the individual could be asked for a sample signature and his CIA badge number for further proof of identification.

B. Evaluation of Concerned Offices:

The Deputy Assistant Director, CD, in his evaluation advised the Committee "A Handbook for Top Secret Control and Intelligence Personnel" which has been prepared and is now awaiting approval, prescribes that each Top Secret Control Area within the Agency will maintain a current roster of all personnel within the Area who have been designated by competent authority to have access to Top Secret material. Central Top Secret Control, OCD, will be furnished a copy of each Area's roster and revisions thereto. All TS control personnel are responsible for ensuring that only authorized personnel will have access to TS documents. Central Top Secret maintains a log of the signature and badge number of all persons who have seen TS documents in that area. For material restricted to specific personnel, an additional list is maintained of authorized personnel in Central Top Secret. If material is singularly peculiar to a specific area or office only, it would not be released by control personnel beyond the prescribed limits. These measures are believed to be sufficient, as control personnel will release documents only to persons listed on current rosters. This procedure is considered more economical and efficient than the use of a special identification card as proposed in Employee Suggestion 805. It is recommended that this suggestion not be adopted."

The Chief, Security Control Staff, in his evaluation concurred in the recommendation of the DAD/CD.

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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Suggestion No. 812

A. Summary of the Suggestion:

The suggester proposed seven suggestions for more effective physical security: 1) Publication of a form to be completed by anyone accepting security responsibilities from the Staff Duty Officer. Such a form, the suggester felt, would be a good reminder to a person that he has accepted the responsibility for an area; 2) More deliberate checking of badges by the guards of the people who enter and leave the buildings; 3) More frequent briefing and indoctrination by the Security Office; 4) Issuance of bulletins and statistics by the Security Office; 5) Greater use of tables rather than desks; 6) Follow-up interview by the Security Office of violations; 7) The reissuance of Security Regulations Manual.

B. Evaluation of Concerned Offices:

The Chief, Security Division, SO, advised the Committee as follows:

With regard to the main part of subject suggestion it is felt that it is an addition or refinement to existing security regulations regarding the Staff Duty Check System and as such is deserving of recognition. Since Agency Security Regulations prescribe minimum standards necessary to assure security in most agency offices, the adoption of this added precaution should be left to the discretion of office heads who feel the need for an additional security who work late and since these offices feel that present Staff Duty Checks are adequate, it is not deemed necessary to incorporate this additional Staff Duty Check as an over-all agency requirement in the Security Regulations.

Regarding the miscellaneous suggestions, the following is submitted:

a. Graphic aids in the form of security posters are presently being prepared by the Security Office for distribution throughout the Agency. This program has been in progress for several months.

b. Upon request, the Security Office gives a complete re-indoctrination or a partial re-indoctrination to those persons selected by their chiefs as having a need for some. A complete re-indoctrination of all Agency personnel would be extremely time consuming and would require additional administrative and training to perform this task. Re-indoctrination is presently based on a need and an over-all re-indoctrination would include persons who may be aware of and follow good security practices, or, who have recently received the security indoctrination.

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## Suggestion No. 812 (Cont. Page 2)

c. Security Bulletins have been and still are being issued covering subjects of general security interest, including physical security. It may well be that these bulletins are not being given proper distribution to all personnel in the various Agency components.

d. The use of tables in lieu of desks would more nearly approach a security ideal, however, the problem of general acceptance of tables, particularly in high-level offices may encounter opposition. The Security Office would have no objection to the use of tables, since the hazards created by desk drawers would be reduced. It is felt that this idea should be given consideration from an administrative standpoint to determine if tables would be generally acceptable in lieu of desks.

e. While personal follow-up interviews are not presently conducted after each security violation, a written reply, stating action taken as a result of the violation, is required. Certain divisions of the Security Office are constantly studying security procedures and practices with a view toward improvement. Limited investigative personnel does not permit a personal follow-up interview of each security violation at this time.

f. Security Regulations are presently being reviewed. Upon completion and issue, a new CIA Security Regulation Manual will be published and copies distributed through the various office security officers.

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee concur in rejection by the concerned offices.

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Employee Suggestion No. 821

A. Summary of the Suggestion:

The suggestor proposed that the Language Proficiency Section of the Personal History Statement be revised. The revised section would be similar to that found in the Personnel Qualification Questionnaire and contain boxes for checking competency and the manner in which the ability was acquired. The suggestor believed that the new format would prove more adequate for coding and reviewing.

B. Evaluation of Concerned Offices:

The Chief, Planning and Analysis Staff, Office of Personnel, advised the Committee in his evaluation that the Suggestion "has been reviewed in connection with pending proposals for revising the Personal History Statement form. No decision has yet been made on this subject as the revised form is to be coordinated with other Agency components before final action is taken.

"A revision of the Personal History Statement has been under consideration since April 1953, and the language competence section, as shown in the Personnel Qualifications Questionnaire, has been incorporated in the proposed revision."

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

CIA INTERNAL USE ONLY

Employee Suggestion No. 835

A. Summary of the Suggestion:

Certain applicants, otherwise qualified, cannot be considered for CIA employment because of relatives residing overseas. [REDACTED]. The suggester proposed that such applicants periodically complete a special form bringing their application up-to-date. The suggester was aware of the fact that Applicant Files, rejected because of [REDACTED] are not included in machine runs for area knowledge or language qualifications. The suggester felt that this Suggestion would be especially important should a national emergency develop causing a critical shortage of otherwise qualified personnel.

B. Evaluation of Concerned Offices:

The Chief, Planning and Analysis Staff, Office of Personnel, has advised the Committee that the subject of the suggester has been under study by the Office of Personnel since January 1954, and that procedures relating to this subject have been prepared, and that forms for its implementation are now being printed.

The [REDACTED] factor mentioned in the Suggestion is only one of many items which are essential to the maintenance of an up-to-date register and various steps including the review of the Applicant Files are being initiated.

In view of the fact that a study of the subject was underway prior to the receipt of the Suggestion, and it has not been influenced thereby, this Suggestion is not recommended for adoption.

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee disapprove this Suggestion for adoption.

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Suggestion No. 889

A. Summary of the Suggestion:

The suggester recommended that a repository for unclassified but compromising documents be established in the Security Office. This repository would be made available to employees who are departing for overseas stations. Such documents might be Notification of Personnel Action, Credit Union Pass Books, etc.

B. Evaluation of Concerned Offices:

The Chief, Security Division, advised the Committee that although such a place would be very desirable the Security Office does not have the facilities nor the personnel to provide such a service on an Agency-wide basis. He further suggested that the parent component of the Agency provide for the service.

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[REDACTED] Office of DD/I, advised the Committee that while subject suggestion would appear to be a desirable one it would have comparatively little effect in the DD/I area in view of the small number of people serving or traveling overseas. If the Security Office does not have facilities to carry out the Suggestion, it is believed the principle thereof could well be taken care of by individual offices.

The Chief, Administrative Staff, Office of Communications, advised the Committee that it would appear to be more economical to centralize this service in one location rather than to divide it among those components overseas.

The Chief, Records Management Division, advised the Committee that in his opinion the existing Records Center facilities and procedures for the transfer of inactive records from office space to the Center are adequate for the proposed storage. If necessary, Administrative Officers should be reminded of these storage facilities and advised to obtain any additional information regarding procedures from their respective Area Records Officers.

The DD/P Admin. Staff advised the Committee they agreed with Security that such a repository or various repositories would be desirable, however, it would seem to be more of a convenience than a necessity. It would be nice to have a place to leave personal papers but such a repository should not contain anything really sensitive. DD/P does not have the facilities nor the personnel to provide such a convenience to its employees. The next best solution would appear to be for the less sensitive personal records to be sent to Records Center facilities where adequate storage exists.

C. Recommendation:

It is proposed that Committee determine final disposition of suggested proposal.

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Suggestion No. 1013

A. Summary of the Suggestion:

It is recommended that a trade-type magazine entitled "The Enemy We Face" or some similar title, be published as a means of informing Agency employees of the methods and objectives of Communism. Such a publication would serve to widen the view of many employees serving in routine jobs, as well as acquaint the many young Agency employees who have had no first-hand experience with war, of what we face.

B. Evaluation of Concerned Offices:

The Director of Training has advised the Committee that:

"The premise of the suggester, that the need to feel 'at war' is the crying need of this Agency today, is questionable.

"There are several available training courses which exclusively, or in significant part, relate the study of World Communism to the needs of this Agency. Enrollment and active participation in these planned programs will familiarize, indoctrinate, or train individuals more effectively than will the reading of any ordinary pep-sheet or the suggested trade magazine composed of sterilized items."

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee concur in the above rejection.

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Suggestion No. 1015

A. Summary of the Suggestion:

The suggester proposes the use, by this Agency, of the management training courses established by the U.S. Air Force Institute. The suggester feels that much monetary savings can be realized with the use of such a training course. Since the course lends itself to constant revision to meet the needs of the changing operations of certain components of the Agency, it can be very successfully incorporated as a tool of profitable administration.

B. Evaluation of Concerned Offices:

The Director of Training has advised the Committee that "there is no direct application for these courses in the Agency's Management Course A or in the Management Course B now being planned. CIA instructors are familiar with the material and have adapted it as needed to Agency requirements. However, the suggestion has had the effect of calling to our attention the fact that the Air Force has started to revise the Base Level Management Course extensively. A completely new version is to be ready to try out sometime between 1 October 1954 and 1 January 1955. It is impossible to state that this incidental result of the suggestion has value, since (a) the revision would come to the attention of the Agency in due course on its release; and (b) even with advance information, no action can be taken until the revised course has been assembled, tested, and issued. When the new material becomes available, the Office of Training will study it in order to adapt any suitable elements to Agency use.

C. Recommendation:

In view of the foregoing comments, it is recommended that the Committee concur in the above evaluation.

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Suggestion No. 1042

A. Summary of the Suggestion:

The suggester proposes that one copy of Form 37-104 "REQUEST FOR SECURITY CLEARANCE" be sent to the organizational component which requested the clearance at the same time this form is sent by the Office of Personnel to the Security Office. This procedure would have many advantages but the principal saving would be in time, and should cut down substantially the number of telephone requests made to the placement officers and the appointment clerks.

B. Evaluation of Concerned Offices:

The Office of Personnel has advised the Committee that it has been determined that a relatively minor proportion of telephone calls received by the Processing and Records Division (PRD) are made for the purpose of determining the date when the 37-104, Request for Security Clearance, was forwarded to the Security Office. Operating offices are more often concerned with the receipt of Security Approvals by the Office of Personnel.

Since considerable time often is required by the operating offices to process recommended personnel actions, those interested in the current status of such actions should check with the Personnel Office of their respective components. Such Personnel Officers normally will know whether the Request for Personnel Action has actually been received by the Office of Personnel, and can then advise that security processing has or will be requested by a specific date ( usually within 5 days from receipt in Office of Personnel).

C. Recommendation:

In view of the foregoing, it is recommended that the Committee disapprove this suggestion.

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